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PROS AND CONS OF FINDINGS

1. We assume that the best situation, as regards the composition of the promotion panels, would be to widen the membership to include middle-grade and senior careerists who theoretically have better knowledge of the capabilities of the careerists being rated. Assignments to the boards should be rotated.

2. Some offices are now discarding the necessity for supervisory recommendations for promotion. We feel this is a good sign as they can often be of little substance and meaning. The Fitness Reports, ^(FRs) if written properly, say enough about an employee's capabilities. Assignability, experience, performance, and potential should be the most heavily weighed factors in deciding promotions.

3. We don't see why ranking exercises and promotion exercises should be divorced. If other than the highest ranked are being promoted, then the Career Service should discard the ranking system, and formulate another which reflects the thinking involved in promoting lower ranked personnel.

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4. It is believed that an interesting approach to evaluation rankings would be to assign careerists to broadly termed categories such as: A) "Ready for Promotion Now," B) "Excellent Performer Requiring More Experience at Present Grade," C) "Proficient Performer," D) "Marginal or Weak Performer." By using this system only those in category "A" need to be listed numerically. This would provide a more meaningful assessment since it limits the group and consequently, decisions such as whether a careerist ranks 31st or 32nd can be avoided.

5. Career Services might find it helpful to develop a "career ladder" approach toward career development. By this it is meant to show what experience, education, training or other qualities are required for progression to identified senior positions. Each aspirant would then know exactly what is required of him and would know that through certain achievements, he would theoretically be eligible for consideration for advancement to that position.

Note: Other reactions to the findings can be found in the Recommendation Section of this report.

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